

The Summer 2003 "CMS Voice" Newsletter

Leslie V. Norwalk, Acting Deputy Administrator of CMS

In April, HHS Secretary Tommy G. Thompson appointed Leslie V. Norwalk the Acting Deputy Administrator for CMS. Ms. Norwalk advises the Secretary and the Administrator on a wide range of issues affecting the Agency. She directs the day-to-day operations of Medicare, Medicaid, State Children's Health Insurance Program, Survey and Certification of health care facilities and other governmental health care initiatives such as Stark physician referral regulations, Health Insurance Portability and Accountability Act, and Emergency Medical Treatment and Labor Act.

Ms. Norwalk manages many of President Bush's initiatives to strengthen and improve Medicare such as offering more choices to beneficiaries with better prevention services, providing prescription drug coverage, and ensuring and improving the quality of care. Along with these duties, Ms. Norwalk serves as the CMS policy liaison to the Secretary's Advisory Committee on Regulatory Reform. In addition, she co-chairs the Pharmacy and Device Manufacturers Open Door Forum, Diversity Open Door Forum and Physician Open Door Forum.

Prior to serving the Bush Administration, she practiced law in the Washington, D.C. office of Epstein Becker & Green, P.C. She advised clients on a variety of health regulatory matters including issues related to Medicare reimbursement, Medicare+Choice, Medicaid managed care, fraud and abuse, antitrust, confidentiality of medical records, HIPAA, and continuation of health care coverage.

Ms. Norwalk has co-authored numerous publications related to health care law and is a frequent speaker on Medicare, Medicaid and other health regulatory issues.

Before joining Epstein Becker & Green, she served in the George H.W. Bush administration in the White House Office of Presidential Personnel. She also served as an assistant to the Deputy U.S. Trade Representative working on

special projects involving trade with Japan, China, and Taiwan; the steel, machine tools and paper industries; and the environment.

Ms. Norwalk earned a juris doctor degree from the George Mason University School of Law where she was a Dean's Scholar and an editor of the "George Mason Law Review." She earned a bachelor's degree, *cum laude*, in economics and international relations from Wellesley College. She is a member of the American Health Lawyers Association. Ms. Norwalk is admitted to practice law in Illinois and Washington, D.C.

Atlanta's 3E Program Summer Summit

By Danielle Lucas, Region IV

"Revolutionary," "motivational" and "enlightening" were words used to describe the 1st Annual 3E Program Summer Summit held on July 15 & 16 at the Sam Nunn Atlanta Federal Center. Over 120 people including rising 11th and 12th graders, current college interns, high school counselors, college administrators, and public and private sector professionals attended the Summit.

The 3E's stand for **E**ducate, **E**nhance and **E**xchange. "Building Our Future: Striving for Excellence in the Workforce" was the Summit theme, and the purpose was to

- **Educate** students about key skill sets that will prepare them for successful careers,
- Increase awareness of professional opportunities through skills **enhancement**, and
- Provide a forum for high school counselors, college administrators, and public and private sector professionals to **exchange** ideas, network, and discuss partnership opportunities to better prepare our students in career planning.

The Summit consisted of three tracks: one for high school students, another for college interns, and the business roundtable track.

High school students and college interns participated in several informative and interactive workshops including:

- The 411 on the Feds
- Selecting the Right College For You
- Time Management Skills

- Determining Your Career Path
- Social & Workplace Etiquette
- Interviewing Skills
- How to Search for Federal Jobs
- Intangibles to building successful careers (Joining Associations, Becoming a Volunteer, Money Management, and Health & Wellness)

The Summit also provided an opportunity for the Atlanta RO to collaborate with prominent community leaders. Mr. Greg Pridgeon, Chief of Staff to Atlanta's Mayor Shirley Franklin, Dr. James Gavin, President of Morehouse School of Medicine and Ms. Toni Roy, Special Assistant to the White House Initiative on Historically Black Colleges and Universities, provided the students with invaluable career planning advice. During lunch Dr. Gerald Durley and Mr. William "Sonny" Walker, motivational speakers in the Atlanta area, provided students with stirring speeches about setting goals.

The business roundtable discussed "Partnering and Building our Future/Establishing Successful Partnerships and Networks." The following topics were addressed:

1. How can we, as organizations, better market ourselves to high schools, colleges, universities, and students?
2. How can we, as professionals, prepare the path for our future achievers?
3. How can we introduce educators to who we are?

The roundtable participants discussed best practices and identified several action items that focused on collaborating and partnering with Federal agencies, community organizations, and academic institutions.

The Summit finale was the "Dress for Success Fashion Show," which provided an opportunity for CMS staff and summer interns to model business and casual attire appropriate for the workplace. Two of Atlanta's radio personalities served as the fashion show emcees.

Regional Administrator, Rose Crum-Johnson, and Deputy Regional Administrator, Patricia Harris, appreciate all Summit participants and coordinators who helped make the event a huge success. Stay tuned for further details on the next Summit.

Acquisition and Grants Group Receives Recognition Award

By Rod Benson, OOM

The Office of the Secretary has recognized CMS' Acquisition and Grants Group (AGG), in the Office of Operations Management, as the most efficient and effective large acquisition organization in the Department. AGG director Rod Benson and his staff received a Group Recognition Award for this accomplishment at the 2003 HHS Acquisition Benchmarking Symposium, held July 29-30, at the National Institutes of Health.

This award reflects both the professionalism of AGG staff and its commitment to meeting CMS' contracting needs. AGG is responsible for awarding and administering all CMS contracts that are subject to the Federal Acquisition Regulations and is involved in virtually all of CMS' programs and major initiatives. The award is particularly significant in view of the other acquisition offices in AGG's peer group, including the National Institutes of Health, the Food and Drug Administration, the Centers for Disease Control and Prevention, and the Program Support Center.

The Department rated the various acquisition offices using a statistical model that considered staffing, workload, and the results of customer surveys. CMS project officers, current contractors, and staff were surveyed to determine their satisfaction with AGG's performance. AGG was determined to be the Department's most efficient and effective large acquisition office on the basis of this statistical model.

The HHS symposium brought together acquisition professionals from all agencies within the Department and provided an opportunity to share best procurement practices. At the conference, AGG staff gave a formal presentation on some of the initiatives that contributed to its effectiveness, including AGG's acquisition planning activities, a Web page that has been a valuable resource for CMS, enhanced training opportunities for both acquisition and program staff, and a new organizational structure that is customer-oriented and responsive to the contracting needs of CMS components.

New York Regional Office Reaches Out Through BCAT

By Norma Harris, Region II

With the help of the Brooklyn Borough President's Office and in partnership with Brooklyn Community Access Television (BCAT), CMS staff in the New York Regional Office (RO) produced its own monthly show, "CMS & YOU." The show provides a regionally coordinated information forum about Medicare, Medicaid, State Children's Health Insurance Program (S-CHIP), and other health issues.

The New York RO's Beneficiary Outreach Team piloted this project to get comprehensive healthcare information to Brooklyn residents using minimum resources. Volunteers from the Divisions of Medicare Operations, Medicaid, S-CHIP, Survey and Certification, and the Office of the Regional Administrator formed the BCAT team to accomplish this goal.

Produced live to tape, 2½ million viewers can tune in to the show each Monday at 10:30 and 11 a.m. and 7 and 7:30 p.m. on many UHF, Cablevision and Time Warner channels. The team has taped three shows. The July show provided an overview of the Agency, and its history, and contained information about preventive services, the Medicare program, www.medicare.gov, and 1-800 MEDICARE. The August show discussed Medicaid. Just in time for school, the September show explained S-CHIP, and children's and adults' immunization.

"CMS & YOU" has allowed CMS to form partnerships with many community-based organizations like Children's Defense Fund of New York and organizations that help people apply for Medicaid in New York and New Jersey. The show gives these organizations an opportunity to explain and promote awareness about their services. CMS has also formed an extensive partnership with other community access television companies that are requesting copies of "CMS & YOU."

Topics for future shows include Health Maintenance Organization non-renewals, CMS's quality initiatives, and a preventive services show to support the RO's Mammography Campaign by emphasizing breast cancer awareness.

For more information, contact Norma Harris at Nharris@cms.hhs.gov or 212-264-3120.

San Francisco Regional Office Employee Recognized for Contributions to the Community

By Henry Tyson, Region IX

Shirley Bordelon, a Health Insurance Specialist and the Activity Group Leader for Health Promotion in the San Francisco Regional Office's (RO) Division of Medicare Operations' Beneficiary Services Branch, is one of 20 recipients of this year's Extraordinary Businesswomen and Leaders Award. The 2003 Women and Industry Award Program is a project of the Alameda County Commission on the Status of Women. The purpose of the program is to honor local businesswomen who exemplify excellence in leadership, innovation and community service, and their companies for their encouragement and support.

The Commission recognized Ms. Bordelon for her work in bringing Medicare program information to all communities in Alameda County. Her focus in this work has been to demystify the Medicare program through outreach and education for underserved communities including African-Americans, Hispanics, Asians and Pacific Islanders. Ms. Bordelon accomplished this by developing long-term partnerships with health care providers, clinics, faith-based organizations, public programs, and community-based advocacy groups.

Her activities include being a regular participant on a television call-in talk show on Medicare issues. Along with community partners, Ms. Bordelon planned and held the first CMS-sponsored African-American faith-based Medicare conference in the fall of 2001. She is also a member of a University of California research panel documenting secondary health care provided in breast health clinics and its effect on the health outcomes of African-American women. Ms. Bordelon is a member of the Ethnic Health Institute, whose goal is the elimination of ethnic health disparities. She has volunteered in Alameda County with community service groups addressing issues on Medicare and related health and social welfare needs for the last 15 years. Ms. Bordelon also serves on the RO's Department of Health & Human Services' Women's Health Team whose goal is to improve health outcomes of women. Recent projects include appearing on Korean language television to provide information on basic Medicare coverage and developing brochures, radio announcements and a DVD for the Hmong people.

Ms. Bordelon continues to demonstrate how CMS is responsive to the needs of our customers, and her personal efforts have enhanced the visibility of CMS' programs.

Business Systems Contract Management: A New Approach

By Erin Zalusky, OIS

One CMS group that manages multiple contracts, the Business Standards and Systems Operations Group (BSOG) in the Office of Information Services (OIS), believed that it could foster excellence in contract management and realize greater benefits by taking a new approach to this task.

As part of a reorganization last year, OIS created the Division of Medicare Systems Contract Management (DMSCM) within BSOG. DMSCM staff focus on procurements, negotiations, writing Statements of Work, developing budgets, monitoring contract performance, and working with government task leads (GTLs) and contracting officers to manage systems contracts. Day-to-day direction of contractors is provided by GTLs in other BSOG divisions. The GTLs work collaboratively across divisions with the project officers in DMSCM.

DMSCM negotiates and manages 21 contracts worth more than \$140 million for Medicare fee-for-service claims processing systems and related services. These contracts include both amendments to the Title XVIII fiscal intermediary and carrier contracts as well as more traditional contracts under the Federal Acquisition Regulations (FAR). They cover the Common Working File (CWF), a critical Medicare claims processing system which checks beneficiary eligibility; the redesign of the CWF; testing and maintenance of the claims processing "shared" systems that the fiscal intermediaries and carriers use to process Medicare fee-for-service claims; and two contracts with data centers that run the systems used to process these claims.

One benefit of centralizing the contract management function is the ability to focus on procurements. Thanks to having a staff dedicated to managing contracts, BSOG has been able to negotiate savings this past year of approximately \$50 million over the life cycles of the current set of BSOG-managed contracts.

This model for contract management is particularly relevant as CMS prepares for the possible enactment of contracting reform, legislation that would dramatically increase the number of FAR contracts that CMS would manage.

2003 CMS Combined Federal Campaign

By Marni Solomon, OOM

Seeing a need to bring the diversity of fundraising efforts under one umbrella, Federal employees created the Combined Federal Campaign (CFC)--one campaign, once a year. The CFC supports and promotes philanthropy through a program that is employee-focused, cost-efficient and effective. It allows you, the Federal employee, to support the international, national, and local charities you care about. How much you give and the group or groups that will receive your support are decisions entirely in your control. The CFC is the only authorized solicitation of employees in the Federal workplace on behalf of charitable organizations. It continues to be the largest and most successful workplace fundraising model in the world.

During the past several years at CMS, the Central Maryland CFC has enjoyed enormous success. Since 1995, in each of the successive campaigns, CMS has seen an increase in the overall giving as well as a greater number of leadership contributors. The theme for this year's campaign is "Giving Charities a Hand." This year, our goal is to raise \$378,000 on behalf of the Central Maryland CFC.

Each year, Central Office and the Regional Offices show their generosity and support for the Combined Federal Campaign. Whether it's through being a campaign volunteer, conducting fund-raising activities, participating in special events, or just pledging to your favorite charity, everyone has a chance to partake in this noble cause. So let's make CFC 2003 the best one yet!

MARK YOUR CALENDARS! The Central Office campaign kicked off with a Vendor Fair on October 2. For this year's campaign, the following events are tentatively scheduled:

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|-------------------------------------|------------------------------------|
| ❖ CMS Variety Show | October 16 |
| ❖ CMS Bowl-A-Thon | October 23 |
| ❖ CMS Bay (Internet silent auction) | November 3 – 13 |
| ❖ Flea Market / Book Sale | Continuous throughout the campaign |
| ❖ CFC Cookbook | Continuous throughout the campaign |

Lessons from Jackie Garner: My Chat With Chicago's New Regional Administrator

By Verlon Johnson, Chicago RO

When Jackie Garner sees an opportunity to mentor an emerging leader in the workplace, she seizes it. If you had a chance to ask her why, she would tell you it's the right thing to do and her way of paying back those "whose shoulders she stands on."

Jackie grew up in a small town in Illinois. After graduating from college, she landed a job as a counselor for a mental health facility in rural Illinois where she counseled patients suffering with mental illness and substance abuse. Her experiences led her to the preventive health care environment. It became apparent to Jackie that many of her clients would not need services if they were able to take better care of themselves. While that may not have been the best thinking in terms of job security, it made a lot of sense to her. Taking a slight detour on her career path, Jackie pursued employment opportunities working in system-driven positions on the State and national levels. The California Endowment, a health care foundation based in Woodland Hills, IL, hired her as a consultant and later as Director of Strategic Planning. There she rolled out a \$50 million statewide children's health initiative. The experience helped her to better understand health access and quality in the nation's most diverse State. Jackie also became a true believer in preventive health care and stands firm on her commitment to access to quality health care.

Jackie went on to serve as the CEO of an Illinois-based health advocacy association and as a Senior Policy Advisor for Health and Human Services to the Governor of Illinois. Later, she was appointed and confirmed by the Illinois Senate as the Director of the Illinois Department of Public Aid. There she was credited with expanding enrollment in the Kid-Care Program (State Children's Health Insurance Program) and launching two new waiver programs: Family Care for the parents of child enrollees, and SeniorCare, one of the country's first Pharmacy Plus initiatives.

When asked to identify the most valuable quality she brings to CMS from her experience, Jackie talked about the importance of communicating a vision and developing a strong implementation team. She also values the people she works with, the creative energy that comes from a group dynamic, a sense of humor and the importance of maintaining perspective.

I left my conversation with Jackie understanding her passion to help people when she can. She believes that individuals with a philosophy of prevention see

the world a little differently. To Jackie, this means more than just taking good care of your health. Learning to live in the present while preparing for the future is a balancing act that is essential to having a good quality of life. Here at CMS, that probably means analyzing the Senate and House bills on Medicare reform while planning to lead the office during the greatest period of change in Medicare since the program's inception more than 30 year ago. Whatever it means, Jackie's experiences have prepared her well for anything that comes her way. Welcome, Jackie!

CMS Joins The Organization of Chinese Americans in the Spirit of Aloha

By Ava Chung, Region I

Hawaii's rich cultural history provided the perfect backdrop for the Organization of Chinese Americans' (OCA) 30th anniversary celebration, held in Honolulu from August 7 - 9. This was OCA's first convention held in Hawaii in 25 years and marked the sixth consecutive year that CMS participated in the event. This year OCA kicked off the convention with the theme "Community Harmony in the Spirit of Aloha." More than 2,000 participants enjoyed the convention's exhibits, workshops, job fairs and health fairs.

Representatives from CMS, along with staff from Noridian, a Hawaii Part B carrier, shared a booth that distributed Medicare, Medicaid, and State Children's Health Insurance Program information in three languages. Highlights from the convention included Senior Citizens Day, where more than 200 participants from local communities attended workshops and health screenings. In addition, CMS staff presented a Medicare and Medicaid workshop to more than 100 seniors. Staff and volunteers, including SagePlus, the Hawaii State Health Insurance Program, were on hand to answer questions in English, Chinese, Korean, Tagalog, Cebuano and Ilocano. The staff received many inquiries about employment opportunities at CMS.

At the Gala Awards Banquet, OCA honored Hawaii Senators Daniel Inouye and Daniel Akaka as Outstanding Citizens for their exemplary commitment and dedication to the Asian American Pacific Islanders (AAPI) community. OCA also awarded the Spirit of America award to retired four-star General Eric Shinseki and paid a special tribute to the late Congresswoman Patsy Mink for her contributions to the Asian Pacific American Ohana (family).

Magna Systems, Inc., the HORIZONS AAPI contractor, conducted focus groups specific to Native Hawaiians. The groups discussed access to Medicare

information and also tested prototype printed materials. CMS staff observed each of the sessions and provided technical assistance after the discussions.

CMS' participation at the OCA convention supports the White House AAPI Initiative, the Agency's AAPI Initiative, and President Bush's Executive Order to increase opportunities for, and improve the quality of life of, AAPIs living in the U.S. and the Pacific Islands.

For additional information, please contact Ava Chung at (617) 565-1322.

The Grateful Living! The Philadelphia RO, Gift of Life, and the American Red Cross Team Up

By Suzanne Bradley, RN, Organ Procurement Organization Coordinator, Philadelphia RO

Phil Lesh has performed for years before sold-out crowds as the bassist for "The Dead," the band formerly known as "The Grateful Dead." But it was the rock star's experiences as a liver transplant recipient and outspoken advocate that attracted the attention of Sue Bradley, the Organ Procurement Organization (OPO) Coordinator for the Northeast Consortium.

Lesh talks onstage about organ donation to throngs of concert fans as he tours the country. So Bradley was excited to learn that Lesh and The Dead would be playing to a sold-out concert crowd in Camden, New Jersey in June 2003. Bradley immediately contacted Gift of Life, the Philadelphia OPO, to alert them to the event. She called the American Red Cross, with whom Lesh had participated in blood drives. Bradley also learned that Lesh's Unbroken Chain Foundation helps sponsor "Getaway Summer Blood Drives," and an event was scheduled for Philadelphia on June 28.

Coordinating with Red Cross Communications Director Susan Sponar, Bradley developed a Red Cross/CMS partnership to distribute organ donation materials at the blood drive. The partners planned to deliver a dual message: first, that there is a critical blood shortage; second, that individuals should sign organ donor cards and share that decision with their families. Debbie Knorr, volunteer coordinator for the Gift of Life Donor Program, packed educational materials to distribute at the drive. Bradley and Gift of Life volunteer Susan Pincus distributed "Donate Life" lapel pins and donor cards and staffed a donor awareness information table.

Of the 100 people who attended the event at the Blood Donor Center, Bradley and Pincus spoke with 89 of them about organ donation issues. They met attendees from Pennsylvania, New Jersey, Delaware, Maryland, Virginia, New York, West Virginia and North Carolina. Lesh attended the drive and witnessed signatures on 57 organ donor cards that were submitted onsite—an outstanding outcome for 3 hours of work!

Gift of Life and the Red Cross met again in August in the Philadelphia RO to continue brainstorming collaborative efforts. Working together, the partners can appeal to a larger audience to "Donate Life" and "Please Give Blood," and to get out the word that:

- More than 80,000 Americans are waiting for organs, but fewer than 25,000 individuals received transplants last year.
- About 16 people die each day because there are not enough available organs.
- Approximately every 15 minutes, another person joins the waiting list.

For more information on the Gift of Life Donor Program, visit www.donors1.org. To find a blood drive near you, check out www.givelife.org (or www.pleasegiveblood.org in the southeastern Pennsylvania-New Jersey area.) For additional information on organ donation, frequently asked questions, and a downloadable organ donor card, visit the U.S. Department of Health & Human Services' Web site at www.organdonor.gov.

Region III Works and Plays at *Quizzo*

By Kevin Berna, Philadelphia RO

In February, a group of CMS Region III staff began gathering on Tuesday nights after work for *Quizzo*, an interactive trivia game where teams test their knowledge of pop culture, sports, current events, and history to compete for prizes.

Quizzo is hosted weekly by Region III employee Patrick Hamilton at Coco's, an Irish pub and restaurant near the Philadelphia Regional Office. While only a handful of Region III staff initially participated, more and more CMS staff have begun playing *Quizzo* so that there are now multiple teams of CMS employees competing against each other. In July, during a Northeast Consortium Contractor Management meeting held in Philadelphia, CMS employees from all parts of the country and even Puerto Rico played *Quizzo* packing the house on a particular evening in what turned out to be a lively and entertaining event for all.

In *Quizzo*, contestants vie for first and second place gift certificates to the bar and restaurant by writing down answers to questions covering a wide range of categories. Strategy skills are utilized and a little gambling comes into play during *Final Quizzo* (modeled after a certain popular TV game show), where a question is asked and teams will wager any amount of their hard-earned points to either coast to victory or suffer a devastating defeat. Additionally, "Shout-Out" questions are asked periodically in which the first person to call out the answer is rewarded with either a T-shirt, a pint glass, or other promotional items, so many players go home as "winners."

Besides being just a fun way to end a long workday, *Quizzo* has provided a positive outlet for Region III staff who want to spend quality time with one another and engage in friendly competition. "It's always fun to spend time with co-workers outside of the office," said Hamilton, *Quizzo* host and recent contestant on the TV show [The Weakest Link](#). "It's even more fun since I have all the answers!"

The Seattle Regional Office Bids Farewell to Linda Ruiz

By Shawn Hanson, Region X

Region X's Regional Administrator, Linda Ruiz, is saying goodbye to CMS and a career of Federal service that has spanned 25 years in Washington, D.C., Baltimore, MD, and most recently, Seattle, WA.

As a young mother, Linda went back to school to get her law degree from the University of North Carolina, Chapel Hill. She began her Federal service working as an attorney for a government think tank, the Administrative Conference of the United States. In 1980, she went to work for the Departmental Appeals Board within the Department of Health and Human Services (DHHS). Although she briefly left the Department for a year to work as a Special Assistant United States Attorney in the Civil Division of the Office of U.S. Attorney in D.C., she returned to DHHS in 1985. Ultimately, she began working for CMS, where she served in various capacities, including the Director of the Office of Program Integrity.

In 1998, Linda was given the opportunity to come to Seattle as the Regional Administrator for Region X. The move across the country brought her closer to her parents, who had settled in the area after her father's retirement from the military.

In addition to her duties as Regional Administrator, Linda began serving as the Western Consortium Administrator in 2000, a job that gave her the opportunity to work closely with colleagues in San Francisco and Denver.

Linda can be proud of her many accomplishments during her career in the Federal government. It was under her watch, for instance, that the Program Integrity concept of *paying it right the first time* was developed. In addition, since coming to Seattle, she has reached out to the provider community, strongly advocated for rural health, strengthened CMS ties with Federal Indian tribes, and developed a top-notch management team in the Seattle Regional office.

In retirement, Linda plans to spend more time traveling for pleasure. She will be traveling to London in December but plans to be home in plenty of time to take on a brand new job in January--that of grandmother!

After the newness of retirement wears off, Linda acknowledges that she will probably look for other ways to continue her contributions to the community. In whatever she chooses to do, we know that she will do it well.

IN MEMORIAM

Lynda Silva

02/01/48 – 08/15/03

Lynda Silva, age 55, died at Brigham and Women's Hospital in Boston, MA, after a 4-month battle with a rare form of uterine cancer.

For the past several years, Lynda served as Deputy Regional Administrator at the Boston Regional Office where she assisted the Regional Administrator in overseeing the Medicare, Medicaid and State Children's Health Insurance Programs in the six New England States. She previously directed the Medicare financial management and program integrity operations in the Boston Region. Before joining CMS in 1995, she was Regional Director of the Food Stamp Program for the U.S. Department of Agriculture. Lynda had received a Bachelor's degree from Emory University and a Master's degree from the University of Georgia.

She was known for her indomitable spirit and “can do” attitude. She believed in mentoring and public service, and recently spoke to high school guidance counselors and students about Federal employment. **She was very active in a volunteer organization in Weymouth, MA.** Although Lynda lived and worked in Massachusetts for many years, she grew up in Florida. She liked to golf and travel, and she enjoyed spending time at her second home in Naples, FL.

Her husband Gerald; son, Scott; mother; and two sisters survive Lynda.

New Employees:

CBC—Erin Murphy and Lisa Williams.

CMSO—April Forsythe and Barbara Jones.

OA—Mary Kosinski.

OCSQ—Jennifer Greaser; Enith Hickman; Sharad Mansukani; and Lisa Yen.

OFM—Stacey Stinson.

OHS—Lorraine Tunis Doo and Dianne Faup.

OMA—Carmen Keller.

OOM—Mark Werder and Tracy Williams.

ORDI—Jennifer Klocinski.

OSORA—Gwendolyn Johnson.

PSC—Richard Coaxum; Michael Culpepper; Vernelle Dewberry; Melissa Fraczkowski; Inez Hunter; Donna Mueller; Lynnita Parrish; and Carol Wetmore.

Region II (New York)—James Kerr.

Region IX (San Francisco)—Brian Burdullis; Levaleai Faleafine; Deanna Gee; Caroline Krewson; Kathy Pizana; Barbie Robinson; Deborah Romero; and Cheryl Young.

Retirees

CMM—Linda Ring.

CMSO—Julia Ventura and Pam Vocke.

OFM—Tom Murphy.

OIS—John Booth; Joseph Hladky; Michael Rappaport; Kathy Shaffer; and Robert Thompson.

OOM—Burke Barrett; Martha Baziz; Kathy Benton; Linda Brown; Mimsy Bryson; Peg Davidson; Luanne DiStefano; Evelyn Dunnigan; Sally Engle; Beverly Gillette; Ellen Gochnauer; Mavis Russell; Vaughn Ouellette; James Sheppard; and Brenda Streets.

ORDI—Lynne Rabey.

OSORA—Jolinda Gaither.

Region I (Boston)—Marcia Svetkey.

Region II (New York)—James Costello.

Region IV (Atlanta)—Joe Brodnicki and Adrian Clift.

Region V (Chicago)—Norman Massey and James Sims.

Region VII (Kansas City)—Brenda Burton; Gregory Lear; and Pamela Luce.

Region VIII (Denver)—Charles Crosley.

Region IX (San Francisco)—Alysson Blake; Victor Carmichael; and Jean Ohl.

Region X (Seattle)—Linda Ruiz and Sandra Simila.

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